# **AFA Convention Keynote**



Tuesday, 16 September 2008

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## **General Norty Schwartz**

## INTRODUCTION

- > Thanks, Mr. Largent, for your kind introduction,
- > Once again I'd like to say thanks to everyone here for attending
- Thanks to the Air Force Association for this conference, your support of our Airmen and their families and for all you do for our Air Force.
- And thanks to all those whose hard work made this year's conference better than ever
- > I would like to thank Secretary Donley for joining us today and for his impressive leadership he is, yet again, providing for the Air Force
- For those here who don't remember, I say "yet again" because he has stepped in to shepherd our Service as acting Secretary before...
- > ...And he also served as assistant secretary for financial management
- > He has devoted his career to service in industry, in the US Senate as a staffer.
- ➤ With the National Security Council where he supported 2 presidents and 5 national security advisors, and he wrote the National Security Strategy during the Reagan Administration,
- ➤ And he also served in the US Army...Airborne!
- Sincerely, thank you Mr. Donley for all you've done for us and what you are doing today... I can't thank you enough for your leadership during a time of war...



## INTRODUCTION OF SSGT PAUL W. HILLER

- ➤ I would like to take a moment to recognize one of the Air Force's finest who is with us today
- ➤ His name is Staff Sergeant Paul W. Hiller...stand up for us, Sergeant Hiller
- ➤ He is representative of America's Airmen who serve the Nation every day in the finest tradition of integrity, service and excellence
- And I would like to highlight his service that makes us all so proud
- ➤ He currently serves as an aircraft maintenance craftsman
- ➤ Working as a crew chief in the 1<sup>st</sup> Special Operations Aircraft
  Maintenance Squadron at Hurlburt Field, Florida
- ➤ He was recognized with the 2007 Chief Master Sergeant of the Air Force Thomas N. Barnes award for Air Force Crew Chief of the Year
- ➤ As an AC-130H Dedicated Crew Chief, he helped generate 2,085 combat flying hours in support of Operation ENDURING FREEDOM
- ➤ He is a proud part of the backbone of our Air Force, the enlisted corps who toil and sweat on the flightline, in back shops, and in support operations throughout the Air Force
- These Airmen are responsible for generating Global Vigilance, Reach and Power, and we could not be more proud of all they do
- ➤ Thank you for being here, Sergeant Hiller, and thank you for your service



- As I begin my tenure as Chief of Staff of the world's finest Air Force, we find that Air Force at a critical point
- ➤ It's not news to anyone that this year's event takes place during a strategically significant period of our Service's history
- ➤ And it is a privilege to serve as Chief of Staff during such a time
- ➤ We have a lot of work to do, and I need everyone's help
- Especially the help of the folks in this room
- ➤ I need your wisdom, insight, innovation, and leadership
- ➤ Everyone here is a leader, and we will need everyone's best effort to make this work a success
- ➤ The work we must accomplish is serious stuff, but I know we are up to the task

## PRIDE IN WHAT WE DO "FOR ALL"

- > But don't let anyone catch you hanging your heads in despair
- ➤ When I walk into meetings with the other Services' leaders, I can see it in their faces
- ➤ They know they are protected and bolstered by the finest Air Force on the planet
- ➤ We've got them covered anywhere on the planet...and they know it
- ➤ We deliver the effects they need to any spot on this planet with unmatched speed and precision...and they know it
- Airmen contribute to the fight every day, globally, reliably and I could not be more proud
- Think for a moment about what our Airmen do for this Nation



- ➤ Think for a moment about the great capabilities everyone here helps make possible, and that our Airmen bring to bear every day
- ➤ How we can look at any spot on the globe from space,
- ➤ How we can reach any spot with airlift or a weapon,
- ➤ How we can leverage the electromagnetic spectrum with cyber effects
- ➤ You'll find the USAF on every continent...
- ➤ In places like Antarctica, and places like Afghanistan
- ➤ Who does the President trust to move him around this Nation...and around the globe?
- ➤ Every day I come to work as Chief and I ponder "what are we doing to support the Joint fight?"
- ➤ There is never a shortage of impressive answers... never a shortage of pride in our Airmen and their real, valued deeds and contributions
- > I challenge you to find a wounded warrior our Airmen didn't help
- > Or a fallen hero Airmen didn't return and welcome home in dignity
- ➤ Who did the Georgians thank for getting their soldiers home when their nation needed them?
- ➤ America and her Air Force kept a solemn promise to our allies even in the face of danger...
- ➤ Our Total Force WC-130s flew out to meet Hurricanes Hanna and Ike before they hit our shores...
- > ...augmenting our view from space before, during and after the storm



- Airmen from numerous bases then responded in the aftermath to provide search and rescue, and bring comfort to the people we are sworn to serve
- ➤ Master Sergeant Joe Casanova of the 149<sup>th</sup> Medical Group in the Texas Air National Guard summed up our collective efforts pretty well: "From serving in the war on terror to doing things like this. This is our job -- I love it, I love helping these people out."
- ➤ Our Air Force is filled with such everyday heroes.
- ➤ Right now, as you and I enjoy this conference, everyday heroes like Staff Sergeant Dean Connor and Captain Edward Torres¹ are making us proud and serving the Nation and their brothers and sisters in arms with professionalism, precision, and reliability
- ➤ You can read about them in the newly published "Portraits in Courage"
- ➤ An everyday hero like Tech Sergeant John DeMaso is a case in point
- ➤ Who last year participated in a Special Forces raid to clear a local village of anti-Iraqi foes
- As the Special Forces team advanced, the enemy opened fire from multiple positions with heavy machine guns, small arms, sniper and mortar fire.
- ➤ Sergeant DeMaso, in spite of his exposure to direct enemy fire, climbed onto a hilltop in order to effectively manage inbound close air support aircraft

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<sup>&</sup>lt;sup>1</sup> Both Airmen are featured in the most recent "Portraits in Courage."



- ➤ Sergeant DeMaso spotted, engaged and eliminated an enemy sniper position with his M-4 rifle while coordinating CAS strikes to allow the Soldiers to regroup
- ➤ He then called for additional strikes, destroying an enemy re-supply truck, eliminating several enemy positions, and defeating numerous insurgents.
- > This story of courage is poignant and inspirational,
- ➤ But think of all the effects Airmen brought together to make this story a reality...
- ➤ Satellite communications, munitions build-up and delivery, maintenance sortie generation, POL refueling, and logistics
- ➤ Engineering of precision weapons, Air Traffic Control, air refueling of fighters, acquisition and sustainment expertise
- ➤ CAOC command and control assembled communications experts, intelligence specialists, lawyers and weather experts--all working together to make sure the operation was safe, legal AND lethal
- ➤ Mobility and logistics professionals got everyone into place, and kept additional convoys off the roads with airlift support and out of harm's way
- ➤ Mission support personnel and services experts housed and fed him, paid him, and cared for him in the field and his family back home
- ➤ All of this supported by a strategic deterrence backdrop crafted by professionals in the Air Force nuclear enterprise
- ➤ Think of the magnitude of this effort...



- ➤ There are 33,000 Airmen deployed to contingencies across the globe
- ≥ 28,000 to the CENTCOM theater in 63 locations
- ➤ Nearly 100,000 sorties (94,855) over the past year in Iraq and Afghanistan
- ➤ We fly over 300 sorties every day "over" Iraq and Afghanistan, and 900-plus airlift sorties world wide
- ➤ While we do that we protect the homeland since 11 Sept 01...
- > 52,000 sorties to protect homeland
- ➤ Our Total Force partners stand right there with us spanning the globe as citizen Airmen
- ➤ I am so very proud of our Air Force
- > I am so very proud of our Airmen
- ➤ Never forget them and all they do for us...to win the war...and keep the peace...NEVER forget the pride they exhibit and their integrity, service, and focus on excellence

# TODAY'S TRUST, TOMORROW'S WORK

- ➤ Airmen do so very much for the Nation every day
- ➤ But I believe we face a milestone in the life-long journey from the "what is" of today to the "what must be" of tomorrow
- ➤ Because "what is" is not enough for the future
- ➤ The Air Force must be worthy of the sacred confidence our leaders, our Joint brethren, and the American people place in us
- > The business of fighting and winning for America is all about trust
- > We must be careful to listen to those who depend on us



- > We must be attentive to the needs of our Nation
- ➤ We must discern the delicate connections between our professional conduct, our capabilities and the strategic outcomes we must achieve
- ➤ Our 61st anniversary indeed comes at an important moment for the Air Force, the Joint Team, and our Nation
- ➤ I encourage all of you, through these conference events and the dialogue we'll share, to remember our rich history as we begin a new chapter
- ➤ I look forward to working with all of you as we do this together
- ➤ I want to share with you where I think we are today as a Service, the challenges we face, and what we must do to see the Air Force through this turbulent period
- ➤ I want to share with you the vision Secretary Donley and I have for transforming "what is" into "what must be" for the future.
- ➤ We have defined areas of emphasis that require our immediate attention
- ➤ We set aside the month of August to plan the way ahead on some key issues that support these areas of emphasis
- The Air Force is taking a hard look at what we do, how we do it and why
- ➤ We must do this to restore and regain our stature as professionals and uncompromising joint warfighters



➤ Today I will explain in some detail what we must undertake, and where I see us going as we continue to respond to the Nation's defense requirements

# **ACQUISITION AND INDUSTRY**

- First, as we meet at this marquee event and at this historic time, there are some significant institutional obstacles we must deal with...
- > ...And we must deal with them in short order
- ➤ I want to begin by focusing our attention on a situation that will affect our ability to address many of the challenges we face
- ➤ I am speaking of our acquisition institutions and the relationship between the Air Force and Industry
- ➤ Most of us here are very familiar with recent Air Force acquisition challenges and outcomes
- ➤ It is not as though we do not have acquisition and industry professionals hard at work to secure what we need to accomplish our missions,
- > The hard work certainly happens every day
- ➤ But when that work is done, we have had only modest success in getting across the goal line
- ➤ At the end of the day, is the Air Force succeeding in buying what we really need to provide combatant commanders the capabilities they require?
- ➤ I submit that this is the primary consideration



- ➤ In short, should key acquisition programs be competitive and fundamentally decided on the merits?
- ➤ Or should decisions be excessively influenced by interests other than military requirements inside and outside of government?
- ➤ Certainly the answer is that our acquisition programs must provide solutions based on fair and open competition, with designs providing needed performance at a fair and reasonable price
- ➤ We must exercise caution with systems a particular vendor wishes to build...
- > ...Or those programs that satisfy a particular constituency
- ➤ Because, the only people we are duty bound to satisfy are the warfighters, now and down the road
- ➤ We must collectively get back to the basics of military requirements driving procurement programs, including the long-term reliability of industrial partners
- ➤ I see this as a matter of trust...
- ➤ The confidence of the combatant commanders who rely on the forces we provide...
- ➤ Including interdependence with Joint partners who fight alongside us...
- ➤ And the faith of the American people who expect the most effective use of their tax dollars
- ➤ The health of Department of Defense acquisition is at stake



- ➤ We simply cannot fail to return to the principles of military acquisition that built the finest Air Force in the world...
- > ...We should, each one of us as professionals in our respective lanes, pursue this ideal
- ➤ That word, "professional," embodies a critical notion behind what we do here this week
- ➤ It provides an elegant distinction between the service expected of American airmen and a vocation of senseless violence
- ➤ This Nation expects its most senior Airmen to be professionals in many dimensions...
- > ...Both in and out of uniform
- ➤ American military might is not wielded by mercenaries, or those who personally benefit from its application
- ➤ In the same way, the profession of arms demands a high standard of relationships between military professionals and the industry that crafts our military means
- ➤ I am speaking of the unfortunate deterioration of the relationship between the Air Force and industry that of late manifests hyperbole, insensitivity, and a lack of proper communication
- ➤ It is my personal view that military professionals, including those who have retired from active service, have an obligation to refrain from taking sides in public debates on key acquisition programs
- ➤ We do not want to repeat the KC-X tanker experience



- ➤ Let's take the example of our tanker fleet...once a purely Cold War asset
- ➤ Built for the sole purpose of getting bombers over the North Pole...
- ➤ Now they are nothing short of the backbone of our Nation's ability to project Global Reach and Power
- ➤ They are the reason the Air Force could transform from a cold war, in garrison force to the expeditionary force we are today
- These systems also illustrate the kind of balance that the National Defense Strategy and the global security environment demand
- ➤ Tankers are a purely joint asset they serve our sister Services, giving us the ability to provide relief, persistence and command and control
- ➤ Our allies rely on the power and flexibility of tankers to strengthen their contribution to the coalition fight
- > Try to think of a mission where a tanker is not needed
- ➤ Now, take it a step further –
- ➤ Answer the question "what if" the KC-135 fleet were grounded during a crisis?
- ➤ That thought should make your heart stop
- ➤ Because our worldwide presence and operations would...stop, that is.
- ➤ Virtually every military operation underway would be immediately in question
- ➤ Without tankers we're not global
- ➤ We'd be a formidable self-defense force,



- > But we wouldn't hold bad guys at risk in their own back yards
- ➤ We wouldn't be able to stop aggressive moves in far flung areas of the world
- ➤ Our joint force would face immediate paralysis and long-term degradation
- ➤ Our Nation, our collective security, cannot wait for the moment of crisis to wake up and realize the urgency of tanker recapitalization
- ➤ We may be ten or even twenty years behind the curve on replacing the tanker fleet...or maybe even 10 years ahead...but who here can say for sure?
- ➤ We have to lead turn this critical acquisition priority and get it moving...or we will have failed in our obligation to the Nation
- As the integrity of our acquisition process directly affects National security, we must also adhere to the highest standards of accountability to ensure we meet warfighter requirements

## **ACCOUNTABILITY**

- ➤ The subject of accountability is one the Air Force has struggled with in recent weeks
- ➤ Recent disciplinary actions at the highest levels of leadership have captured national headlines
- ➤ It gives me no pleasure to have to deal with accountability issues,
- ➤ But we will take action to ensure we do the right thing for our Air Force



- ➤ I want to take this opportunity to reiterate the need to police ourselves and sustain Air Force organizational standards
- ➤ Our role isn't similar to other professions like the law, clergy or medicine
- > If you don't care for your doctor, you can find another
- ➤ If you don't care for your pastor, you can find another
- ➤ If you don't care for your attorney, lord knows you can find another
- ➤ But what happens when America finds its AF lacking? What alternative does a nation have when it has only one AF?
- ➤ That fundamental reality suggests a professional obligation to enforce accountability in matters large and small
- ➤ I'm not suggesting confusing mistakes for misconduct...
- > ...Or forgetting that not every violation deserves a "death sentence"
- ➤ But we must hold ourselves to the highest of standards without eroding the support our people provide each day through their valued service...
- > ...and by doing what is right for combat readiness
- > This is how we take care of our Airmen,
- ➤ And create the conditions for Airmen to succeed in combat
- ➤ Whether related to the matters outlined in the Donald Report or thousands of actions our people perform each day, healthy accountability is the foundation of our mission to *fly*, *fight* and *win*

## **DETERRENCE**

➤ I would like to turn to a subject closely associated with victory...



- ➤ And closely associated with the core identity of the Air Force
- ➤ That subject is the concept of deterrence
- ➤ We are going through some rough air in the realm of nuclear deterrence now, and rightly so
- > Stated simply, over time we lost our way
- ➤ We have to return our focus to the fundamental capabilities that support deterrence,
- And, recommit ourselves to the exacting discipline of nuclear surety
- ➤ Air Force capabilities help dissuade and deter our adversaries
- ➤ Nuclear Intercontinental Ballistic Missiles and long-range bombers are visible and supremely significant, but not the only capabilities relevant to deterrence
- ➤ The Air Force provides America with a wide variety of capabilities that contribute to deterrence
- ➤ Deterrence isn't a fading construct in national security, and Airmen must be mindful of all we provide in this critical area
- ➤ Whether we are called to detect, dissuade, deter, or if necessary, defeat adversaries that threaten our Nation, we must be ready
- ➤ I invite you all to think about deterrence in a broader sense, and about what Air Force capabilities can provide for national security
- As the writing of the great strategist Sun Tzu [SUN-zoo] roughly translates, "It is best to win without fighting..."
- You can't always win without a fight, but examples like the Berlin Airlift demonstrate this "best" kind of victory



- And this is the higher goal of deterrence: winning without a fight
- ➤ I believe Air Force capabilities and our credibility in air, space, and cyberspace contribute to this goal, and must do so in the future
- ➤ It begins with renewed focus on nuclear operations and ends with demonstrating our proficiency in employing all our tools with potentially decisive effect

## **INITIATIVES**

- ➤ I've given you a wide range of thoughts thus far...
- ➤ Thoughts that suggest that the way forward for our Air Force in the broadest sense is about leadership
- ➤ Leadership in our processes, our personal conduct, and in national security
- ➤ But this week provides us with an excellent opportunity to think about and discuss these matters alongside specific initiatives
- ➤ You will see several specific initiatives roll out this week
- ➤ These are products of our senior leadership emphasis on the priorities Secretary Donley and I have set for our future success
- ➤ One aspect of our future success is the proper development and integration of unmanned aircraft systems in the Air Force



- ➤ The combat contributions of unmanned aircraft systems in today's fight have surpassed all expectations and hold even greater promise for the future
- ➤ These systems provide commanders with capabilities that play a critical role in mission success
- ➤ Intelligence, surveillance and reconnaissance missions have expanded in scope and complexity
- ➤ And unmanned aircraft systems now play critical roles in force protection, targeting and precision strike
- ➤ It is no surprise that Combatant Commander demand for these systems and their game-changing capabilities has skyrocketed
- The Air Force is dedicated to increasing equipment, training and operational capacity as quickly as possible to help win the fight
- ➤ We also need to lead the way in developing and fielding more efficient, effective ways to do these critical jobs
- ➤ Our long-term goal is to develop an unmanned aircraft systems operator career field with specialized training potentially distinct from current manned pilot training
- ➤ In the near-term, however, our goal is to increase unmanned aircraft systems operator production to meet our target manning levels and warfighter demand



- ➤ This manning level target takes us from 300 trained UAS operators today to 1,100 over the next five years
- ➤ I am pleased to detail for you today two initiatives designed to increase UAS capability for winning today's fight
- ➤ First, starting this month, the Air Force will assign 100 pilots annually from undergraduate pilot training directly into UAS operations
- ➤ This initiative will continue as long as the need exists, and is a necessary and important step toward increasing UAS capacity for the Joint fight
- ➤ The program will produce pilots focused on UAS operations at the outset of their aviation careers during their first tour of duty
- ➤ They will join a committed force of UAS aircrew that are the backbone of this critical capability--and fighting this war daily
- ➤ Ultimately, our intent is to form a dedicated cadre of professional UAS operators
- And chart a future course as this technology matures...surely technology will allow us to alter the current 1 pilot to one UAV ratio
- ➤ Second, we are launching a trial program for developing a distinct UAS operator training pipeline separate from current Air Force pilot training, and perhaps with some from the retired ranks who possess appropriate skills



- ➤ The test population, for this phase, will be volunteers from within the active duty Air Force Officer corps
- ➤ Training will include abbreviated flight training followed by UAS specific training and MQ-1 qualification training
- ➤ The training program will be tailored specifically to teach the skills required for UAS flight operations including principles of forward air control, airspace management and air-ground operations, saving the extra time required to train traditional rated military pilots
- ➤ The Air Force will ensure that all UAS operators are fully trained to safely operate UAVs in all environments
- ➤ After successful MQ-1 qualification, these operators will serve in an operational MQ-1 squadron and serve as the initial cadre for any subsequent UAS operator career field
- As we develop the long term UAS career path, the Air Force will continue to work closely with partners in the aviation community
- ➤ We will ensure the UAS concept of operations accommodates, meets or exceeds FAA certification requirements
- ➤ The Air Force is dedicated to building the UAS force our nation requires while continuing to lead innovation in capabilities and employment
- ➤ No one can predict with certainty what ultimate impact UAS technology will have on the future of our Air Force,



- ➤ But there can be little doubt about the relevance and potential of unmanned systems
- ➤ We must adopt a culture that fosters the unhindered progress of these systems as they contribute more and more to the Joint fight
- ➤ The Air Force culture must promote a strong and healthy UAS community—not a "leper colony" or an agency of expedience
- And these initiatives are just a first step toward that end
- ➤ Our intent is to chart a path toward full institutional integration of these capabilities by carving a career path for UAS professionals that is equivalent to their manned and battle management counterparts
- ➤ These capabilities play an important role today and will play an even greater role in Global Vigilance, Reach and Power in the future
- > These systems represent an important evolution of flight...
- ➤ ...And challenge us to revolutionize our integration of air, space and cyberspace
- ➤ No options are off the table, and we will look at all possible solutions
- ➤ We will do everything we can to ensure our UAS units are properly organized, trained and equipped for today's fight, and prepared for future challenges
- ➤ Another program designed to prepare the Air Force for the future is a new mentoring program for our nuclear operations, aircraft and missile maintenance, and acquisition communities



- ➤ We will designate senior mentors within these specialties who will provide young professionals insight, wisdom and best practices for these critical skill sets
- ➤ The goal is to capture professional and functional expertise by recognizing those who have acquired operational expertise and advanced knowledge in their respective fields...
- ➤ This initiative is key to turning "lessons noted" into "lessons learned" within foundational Air Force areas of expertise...as we have done for Joint Force Air Component Commander and Air Operations Center training for some years
- ➤ These career fields employ Airmen some times at great distances from the operational "target" in theater
- ➤ But the value of an Airman's contribution is not measured by his or her proximity to the target
- ➤ In fact, without their expertise, *no one* would be near the target
- > Every job is critically important, everyone contributes to the mission
- ➤ Our intent is to invest in the professional disciplines that support our acquisition, nuclear operations and maintenance, as well as our conventional aircraft and missile maintenance capabilities
- ➤ For no areas are more foundational than acquisition, operations and maintenance across our Air Force, and the nuclear fields that are the highlight of our focus



## SCHLESINGER REPORT

- ➤ Speaking of nuclear operations and maintenance, the Schlesinger Report is breaking news this week...
- ➤ We must take a hard look at the imperatives of this landmark report
- ➤ Ask ourselves at what point does an organizational portfolio become too large?
- ➤ How many different missions can a commander give full attention?
- There are many other issues and imperatives associated with this subject...
- ➤ ...And I will share more thoughts soon as we complete our nuclear summit and continue to implement recommendations from the Blue Ribbon Report, the Donald Report, as well as the Schlesinger Report.
- ➤ But the key message is this: the Air Force will reinvigorate the nuclear enterprise and restore America's confidence in our commitment to performing these vital missions

## **CONCLUSION**

- > There are more initiatives to come
- This week serves as the beginning of much that is yet to come
- ➤ Since I became Chief only a short time ago, Secretary Donley and I have set the direction to regain focus... to ensure our status as the finest Air Force in the world
- > It's a "back to the basics" approach for what we do...



- ➤ We will restore confidence and trust by:
  - Re-emphasizing compliance in our routines and inspection processes, accountability and military discipline, and
  - By returning to the basics of precision and reliability that have sustained our reputation for decades.
  - By re-emphasizing that everyone is a leader, that everyone is responsible and accountable for their individual performance and the performance of their team,
  - By reinforcing the reality that everyone contributes... that no one has greater value to our collective mission than another, and
  - By being a "big tent" Air Force, focused on war-fighting excellence as never before, regardless of our proximity to the fight
- ➤ In the very big picture, the end result will be an Air Force which has:
  - Recaptured top-to-bottom excellence in the nuclear mission... operations, materiel and weapons management and inspection;
  - Restored credibility on Capitol Hill, and
  - Re-emphasized a compliance culture in nuclear, aircraft and missile maintenance, acquisition and medical disciplines initially... and all disciplines in due course
- ➤ It's going to take every one of us to restore trust



- ➤ Maybe the best place to start is by remembering the oath we all swore to support and defend... everything changed, including ourselves, when we made those solemn promises that inspire and require the best in each of us...
- > ...Promises that changed us for a lifetime
- ➤ We're fortunate to share our service; to renew our standard of excellence, accountability, and military discipline; to take care of each other, our families, our wounded warriors... guided by our Core Values at every step...integrity, service and excellence
- > It is an honor to serve with you
- ➤ I thank you all for everything you do to serve this great Nation and our beloved Air Force